



Human Resources Department



Guidelines for Hiring Student Interns

**San Bernardino County of San Bernardino
Human Resources Department**

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Introduction

The purpose of this guide is to assist you in hiring/placing student interns. An intern is a student participating in a program of temporary, supervised work in a particular field in order to satisfy a school requirement or gain practical knowledge and experience in their field of study. If you have any questions that are not addressed in the guide, or have any feedback, please contact your Human Resources Analyst in the Human Resources Employment Division at 387-8304.

The Classifications of Student Intern and Graduate Student Intern were established in 2003 to provide a structured method for departments to be able to hire student interns. The establishment of these classifications does not overrule or supersede specific internship programs that departments may have established with particular schools or colleges. The generic student internship classification was established in order to provide departments that do not have formal internship programs with a means of hiring interns on an as-needed basis.

The Board of Supervisors has approved Student Internship Agreements between the County including related agencies (e.g., San Bernardino County Fire Protection District, Board Governed County Service Areas) and colleges/universities and has authorized departments to execute individual supplemental agreements with student interns pursuant to these agreements.

Departments may hire interns on a paid or unpaid basis.

Advantages of Internships

There are many advantages to the student, the department, and the County as a whole. For example, the establishment of student interns can:

- Provide departments with additional staff assistance and the ability to complete special projects.
- Provide career development opportunities and learning experiences for students.
- Provide a fresh perspective and be a source of creative and innovative ideas.
- Foster and improve community relations and an awareness of County operations.
- Provide a meaningful work experience to students in the local community.
- Provide an additional recruitment source for entry-level technical and professional positions, many of which are often hard to recruit classifications.

Intern Duties

Positions vary in scope of activity and duties performed depend upon the assigned department. There is a direct relationship between the employment experience provided and the student's field of study. The experience can be technical, vocational or academic. Duties may include, but are not limited to, the following:

1. Assist department staff in support of a wide variety of tasks and assignments.
2. Assist in researching information, collecting and analyzing statistical data.
3. Assist in conducting special studies in a variety of occupational fields.
4. Assist in the preparation and the presentation of oral and/or written reports.
5. Observe methods, problems and principles related to the departmental assignments; gain experience in the methods and ethics of professional conduct and practice.
6. Assist and participate in the preparation of briefs, reports, evaluations, specifications and plans.
7. Attend divisional and departmental staff meetings; prepare reports of suggestions and comments of observations regarding the various aspects of the department and program.
8. Assist and participate in special research, studies, surveys, and investigations; assist and participate in the compilation, tabulation, and analysis of information and data.

If paid, employment in the Student Intern and Graduate Intern Classifications is governed by County Code Sections 13.0617c. Incumbents are in the unclassified service and are appointed by the appointing authority. The maximum length of an internship is limited to 2080 hours.

Unpaid internships may vary depending on the assignment. A minimum of 100 service hours is recommended for unpaid internships.

Interns must be enrolled in a vocational, technical, college or university program to satisfy a school requirement or obtain work experience in their field of study. Interns may be hired/placed between quarters or semesters as long as they intend to pursue their academic studies and provide proof of their upcoming enrollment in a college/university or technical school.

Recruitment Process

The following list describes the suggested steps to take if you are interested in hiring student intern(s). Human Resources staff is available to provide assistance with the recruitment process as requested by the department.

1. Identify project(s) for intern assistance.
2. Identify tasks that would be assigned to the intern.
3. Identify the level of intern needed.

4. Identify an intern mentor.
5. Determine the length of internship needed and how much the intern will be paid.
6. Identify possible recruitment sources (e.g., specific schools, colleges, programs).
7. Develop intern recruitment flyer – see **Appendix A** for sample flyer. Include description of duties, requirements (if any), department contact name, phone number, e-mail address and deadline for receipt of resumes.
8. Post recruitment flyer on website.
9. E-mail or send to appropriate colleges/schools.
10. Accept and review resumes (applicants interested in applying for internships should be encouraged to submit a resume via e-mail or apply on the County's HR website).
11. Interview potential candidates.

Administrative/Background Processes

1. Check references and verify proof of enrollment.
2. Arrange for a background, fingerprint check, and physical exam (if required by the department).
3. Issue employee identification cards (if required by the department).

Development of Intern Recruitment Flyer

In developing an intern recruitment flyer, it may be helpful to consider including the following information. The goal is to attract the best interns possible to meet your needs and to provide enough information for an intern to determine whether your internship would be a good fit for them. Human Resources is available to provide assistance with your recruitment needs.

Frequency of Recruitment

Is this an ongoing opportunity? For example, do you want to consider resumes on an on-going basis or is there a specific start/end date for the internship?

Position Title

Suggestion: The working title should be descriptive of the position – for example, Human Resources Intern rather than a generic term such as Student Intern.

Name of Department or Division

Location

Describe where the internship is geographically located.

Function of Agency/Department Requesting Intern

Briefly describe the main function of your agency or department. Suggestion: This is an ideal opportunity to market your agency or department – you could consider including your mission statement, program values, goals, or philosophy or a link to your department web site.

Major Responsibilities of Intern

Give both the goal of the internship and examples of the activities to be performed. Whenever possible, be specific. Information included here helps students determine whether the internship is aligned with their academic and career goals.

Education Requirements

Suggestion: List appropriate academic majors or specific coursework and desired level of education (e.g., technical, trade or certificate program or junior/senior in college).

Skill, Training or Qualifications Desired

List necessary skills, attributes, traits, knowledge areas, computer expertise or bilingual requirements. If you could describe the student best suited for this internship, what competencies would you list?

Training and Supervision To Be Provided By the Agency/Department

Many students are interested in the type of training available, and colleges are often interested in the education/professional background of those who will be supervising student interns.

Time Commitment and Time Frames

Specify whether there is a minimum number of service hours (ex. 100 service hours for unpaid interns) and include the time commitment required (ex. 10 hours per week, per quarter, or semester). Also include information if specific days or times are required.

Benefits Available to Intern

If the internship is paid, list the salary and other benefits which may be available. You may also want to highlight other benefits such as the opportunity for hands-on experience, networking, and understanding whether the department is a good match for intern's interests.

Application and Selection Process

May request an intern application, a resume and/or cover letter from the student. A cover letter can be helpful to determine what the student's goals are in seeking the internship. You can also describe how interns will be selected. Clearly state the submission deadline.

Contact Information

The following information should be provided regarding the person in your department who will be coordinating the recruitment efforts for the assigned mentor.

Name & Title:
Address:
Phone #:
Fax #:
E-mail:

Merit System Processes

Although the merit process and Personnel Rules do not apply when hiring interns (ex. interviewing a minimum of three candidates), please remember that all steps in the hiring process are subject to scrutiny under various pieces of employment legislation, such as the Civil Rights Acts of 1964 and 1991, the Age Discrimination in Employment Act and the Americans with Disabilities Act.

Ethical Considerations

The Internship Program has been developed within a flexible framework to provide the maximum opportunities for students and departments in order to meet the needs of both.

However, with that flexibility there is a responsibility to:

- Hire the best potential intern for the position.
- Treat all interns equitably with respect to pay (if applicable), working conditions, assignment opportunity and flexibility of work hours.
- Be sensitive to the perceptions of nepotism.
- Match the pay level for paid internships to the duties assigned and not the needs of the intern.
- Be aware that there is a special consideration of care in protecting interns from sexual harassment or discrimination.

Orientation Information to Be Provided to Students

Before an intern reports to work, you may want to confirm the internship information in writing. (A sample letter is attached in **Appendix B**).

When an intern reports to work, the following information should be discussed:

- Description of the department – overview of the department’s missions/goals, organization chart, and primary functions.
- Plan for intern – summary of the tasks to be completed, department expectations, and mentor details.
- Expectation of the number of hours to be worked.
- Hourly rate to be paid. (if applicable)

The orientation should also include an overview of office routines such as:

- Work hours
- Information regarding breaks and lunch hours
- Dress policy
- Procedures for calling in sick
- Procedures for changing agreed upon work hours
- Appropriate use of County equipment such as computer, Internet, photocopiers, supplies, and the phone
- Safety/evacuation procedures

(Please remember that many interns have no previous office-related experience and you may need to discuss and be willing to give feedback on some basic office skills such as telephone or e-mail etiquette).

You may want to put together an intern welcome package, which includes the above information and any other relevant details.

Other Considerations

You may also require the student to sign a confidentiality agreement or memorandum of understanding. (A sample memorandum is attached in **Appendix C**.) If you want to use a memorandum or student agreement, please review the document with your Human Resources Officer prior to discussing this with your intern.

You may need to set up appropriate access to various computer systems and an e-mail account.

Mentor Responsibilities

The mentor should work with the intern on an on-going basis to:

- Identify tasks that can be assigned to the intern
- Provide training opportunities
- Establish goals and objectives for the intern
- Evaluate progress in meeting goals and monitor intern progress
- Provide feedback to the intern and serve as a resource

Evaluation of Intern Performance

It is helpful to establish some criteria to evaluate the intern's performance. If the internship is for college credit, the college should provide the criteria. If not, some sample criteria are provided below. They may or may not apply to your specific intern and are suggestions only. (See *sample Student Evaluation in Appendix D.*)

- Was the intern able to follow instructions?
- To what level did the intern demonstrate analytical or problem-solving skills? Were they able to determine and implement the steps needed to complete projects?
- Did the intern demonstrate initiative in resolving problems or situations? Did they present solutions to problems when situations arose?
- Was the amount of supervision required appropriate to the level and type of internship?
- Was the intern able to respond to feedback – ex. learn from their experiences?
- Was work completed in a timely manner?
- Was the quality of presentations/communications (oral, written, etc.) produced appropriate to the level of the internship and the requirements of the position?
- Did the intern demonstrate sensitivity and strong interpersonal skills when interacting with the public, clients and/or other employees?
- Was the intern able to work well as part of a team? Were they able to appreciate the priorities and needs of the whole work unit?
- Did the intern report to work on time and follow appropriate procedures in changing hours and schedule?
- In which areas does the intern need training or additional academic preparation?

Number of Service Hours

It is important to keep a record of the number of hours worked. If an intern is completing the internship to receive college credit, they will often need to work a minimum number of hours. The maximum length of an internship in the Student Intern and Graduate Intern classifications is 2080 hours per County policy. It is recommended that unpaid interns be required to work a minimum of 100 service hours.

**COUNTY OF SAN BERNARDINO
INTERNSHIP OPPORTUNITY**

**Human Resources – Graduate Intern
\$12.22 per hour**

The Employment Division of the Human Resources Department is seeking a graduate student intern to work on a job analysis project.

The Employment Division is responsible for meeting the hiring needs of the County by providing quality candidates who are committed to providing service expected by the County constituents, while also meeting the expectations of job seekers by providing an open and equitable process.

As a part of this goal, the department intends to review a number of its test processes. As a part of this project, the intern will learn how to conduct all steps of a job analysis, including:

- + Conducting literature reviews
- + Leading focus groups
- + Conducting validation interviews
- + Developing and administering surveys
- + Collecting and analyzing data
- + Summarizing the findings

Upon completion of the job analysis, the intern will also work with an assigned analyst to review existing test materials, recommend changes, write and develop new questions, and review the final test product.

Start Date: This project will start in April 2014 and is expected to take six months to complete.

Work Hours: Average work hours are between 12 and 16 hours per week and are flexible. Additional work hours may be available during the summer.

Educational Requirements:

- The student must be enrolled in a graduate degree program in industrial/organizational psychology, human resources, business or public administration, or closely related field.
- Proficiency with Word, Excel, and SPSS are highly desirable.

Please submit a detailed resume and cover letter by **February 20, 2014** to:

San Bernardino County Human Resources
Attention: Intern Coordinator
157 West 5th Street, San Bernardino, CA 92415-0440

Sample Student Internship Confirmation Letter – Appendix B

June 2, 2013

Sam Student
5200 North Mountain Drive
San Bernardino, CA 92407

Dear Sam,

This letter is to confirm your internship with the County of San Bernardino Human Resources Department. You will be assigned to the Employment Division. Within this division, your duties will be split between assisting the Analysts in Employment and assisting the team assigned to the Western Region Item Bank (WRIB).

Your first day of the internship will be June 18, 2014. The expected end date of the internship is September 19, 2013. On average you can expect to work 16 hours per week. Your rate of pay will be \$11.50 per hour.

Examples of specific duties are as follows:

- Review WRIB output on a daily basis. This includes checking booklet masters, review drafts, and scoring for accuracy; editing, and revising new items on a weekly basis; and answering client questions.
- Special projects for WRIB as assigned, and serve as test consultant, which includes writing/editing WRIB newsletter, writing the WRIB monthly report, setting up and managing the item-review process, and reviewing the WRIB manual.
- Analyst duties in the Employment Division as assigned. Duties include preparing job announcements, screening applications for minimum qualifications, reviewing test materials and test statistics, setting up oral boards, evaluations, and responding to complaints/questions from the general public.

Please report at 8:00 am on Wednesday, June 18 to the Human Resources general reception desk at 157 West 5th Street and ask for me.

I look forward to meeting you again and working with you on several exciting upcoming projects.

Yours sincerely,

Annie Analyst
Senior HR Analyst/Intern Coordinator
Employment Division
San Bernardino County

Student Intern Memorandum of Agreement

I _____ understand and agree to the following terms while working as a student intern for the County of San Bernardino.

I will follow the direction of the mentor assigned to me and coordinate with that person all assignments given to me.

I will demonstrate ethical conduct and maintain professionalism in all my interactions, whether with County employees or members of the public.

I will dress in a neat manner projecting a professional and positive image.

I will maintain confidentiality of all names and personal information to which I am exposed and will not access any information to which I am not entitled through the computer and data information systems made available to me.

I understand that I am an “at-will” employee without vested property rights in my position and may be terminated/released at any time without cause, and without the right of appeal.

Please sign this form with the mentor who had been assigned to you.

Signature: _____ Date: _____

Mentor Signature: _____ Date: _____

(Please discuss/review with your Human Resources Officer prior to use.)

Sam Student - Evaluation of Internship

1. Analysis of assignments and making necessary preparations.

Assignments:

- Review WRIB output on a daily basis. This includes checking booklet masters, review drafts, and scoring for accuracy; editing, and revising new items on a weekly basis; and answering client questions.
- Test consultant for WRIB – provide advice to jurisdictions on testing issues and assisting jurisdictions with assembling test sections and content areas.
- Analyst duties in the Employment Division as assigned. These include preparing job announcements, screening applications for minimum qualifications, reviewing test materials and test statistics, setting up oral boards, evaluations, and responding to complaints/questions from the general public.

Comments: Sam demonstrated complete professionalism in his approach to all of his work. He undertook all of his projects with enthusiasm, confidence, and interest. He completed his work independently but asked for advice or direction when needed. He was very flexible in being available to work on projects for WRIB or Employment. He was always willing to assist in what needed to be done.

2. Completion of Assignments:

Comments: Sam completed all of the projects assigned to him and took the initiative to meet with departments and clients responsible for a number of recruitments. He provided progress updates on his projects and reasons for re-adjusting deadlines based on changes in work priorities. He communicated his work schedule ahead of time and was always timely in notifying staff of his availability for projects.

3. Preparation of written material

Assignments:

- Development of job announcements and advertising materials

Comments: Sam was very thorough and professional in his written work. The documents that he produced rarely required review or correction.

4. Sensitivity and interpersonal relations with public clients and employees.

Comments: All of Sam's assignments required either interaction with co-workers, members of the public, or client organizations. Sam was always courteous and pleasant and was well liked and respected by all his co-workers. He demonstrated a level of enthusiasm, optimism, and interest that is not often seen and, as a result, his interpersonal relations skills were exceptional. Both WRIB and the County in general have a high expectation of customer service. Sam demonstrated without complaint a willingness to assist customers in whatever way possible. He was always willing to take on any project without complaint.

5. Teamwork: WRIB functions as a team and relies on output and support from all members.

Comments: Sam has consistently been a team player; he always participates during meetings and suggests ideas when asked and was willing to help out with whatever was necessary for the team to succeed.

Recommendations for Student Development:

- Increased variety of experiences within human resources.

List of Local Colleges/Universities

COLLEGE	ADDRESS	WEBSITE
Azusa Pacific University	901 East Alostia Avenue Azusa, CA 91702	www.apu.edu
Bakersfield College	1801 Panorama Drive Bakersfield, CA 93305	www.bakersfieldcollege.edu
Cal Poly Pomona	3801 West Temple Avenue Pomona, CA 91768	www.csupomona.edu
California Baptist University	8432 Magnolia Avenue Riverside, CA 92504	www.calbaptist.edu
California Polytechnic State University	1 Grand Avenue San Luis Obispo, CA 93407	www.calpoly.edu
California State University, Bakersfield	9001 Stockdale Highway Bakersfield, CA 93311-1022	www.csub.edu
California State University, Dominguez Hills	1000 E. Victoria Street Carson, CA 90747	www.csudh.edu
California State University, Fresno	5241 North Maple Avenue Fresno, CA 93740-8027	www.csufresno.edu
California State University, Fullerton	P.O. Box 34080 Fullerton, CA 92834	www.fullerton.edu
California State University, Long Beach	1250 Bellflower Boulevard Long Beach, CA 90840	www.csulb.edu
California State University, Los Angeles	5151 State University Drive Los Angeles, CA 90032-4226	www.calstatela.edu
California State University, Northridge	18111 Nordhoff Street Northridge, CA 91330	www.csun.edu
California State University, San Bernardino	5500 University Parkway San Bernardino, CA 92407	www.csusb.edu
Cerritos College	11110 Alondra Boulevard Norwalk, CA 90650	www.cerritos.edu
Chaffey College	5885 Haven Avenue Rancho Cucamonga, CA 91737-3002	www.chaffey.edu
Claremont Graduate University	150 E. 10 th Street Claremont, CA 91711	www.cgu.edu
Claremont McKenna College	888 Columbia Avenue Claremont, CA 91711	www.claremontmckenna.edu
College of the Desert	43-500 Monterey Avenue Palm Desert, CA 92260	www.collegeofthedesert.edu

COLLEGE	ADDRESS	WEBSITE
Concordia University Irvine	1530 Concordia West Irvine, CA 92612	www.cui.edu
Crafton Hills College	11711 Sand Canyon Road Yucaipa, CA 92399	www.craftonhills.edu
East Los Angeles College	1301 Avenida Cesar Chavez Monterey Park, CA 91754	www.elac.edu
Fullerton College	321 E. Chapman Avenue Fullerton, CA 92832-2095	www.fullcoll.edu
Irvine Valley College	5500 Irvine Center Drive Irvine, CA 92618	www.ivc.edu
La Sierra University	4500 Riverwalk Parkway Riverside, CA 92515-8247	www.lasierra.edu
Loma Linda University	11139 Anderson Street Loma Linda, CA 92350	www.llu.edu
Long Beach City College	4901 East Carson Street Long Beach, CA 90808-1706	www.lbcc.edu
Los Angeles City College	855 North Vermont Avenue Los Angeles, CA 90029	www.lacitycollege.edu
Los Angeles Harbor College	1111 Figueroa Place Wilmington, CA 90744	www.lahc.edu
Los Angeles Mission College	13356 Eldridge Avenue Sylmar, CA 91342	www.lamission.edu
Los Angeles Pierce College	6201 Winnetka Avenue Woodland Hills, CA 91371	www.piercecollege.edu
Los Angeles Southwest College	1600 West Imperial Highway Los Angeles, CA 90047-4899	www.lasc.edu
Los Angeles Valley College	5800 Fulton Avenue Valley Glen, CA 91401	www.lavc.edu
Loyola Marymount University	1 LMU Drive Los Angeles, CA 90045	www.lmu.edu
Mt. San Antonio College	1100 North Grand Avenue Walnut, CA 91789	www.mtsac.edu
Mt. San Jacinto College	<i>1499 North State Street San Jacinto, CA 92583</i>	www.msjc.edu
Mt. Saint Mary's College- Chalon Campus	<i>12001 Chalon Road Los Angeles, CA 90049-1599</i>	www.msmc.la.edu
Mt. Saint Mary's College- Doheny Campus	10 Chester Place Los Angeles, CA 90007	www.msmc.la.edu
National University-San Bernardino	804 East Brier Drive San Bernardino, CA 92408	www.nu.edu
Occidental College	1600 Campus Road Los Angeles, CA 90041	www.oxy.edu
Pasadena City College	1570 East Colorado Boulevard Pasadena, CA 91106	www.pasadena.edu

COLLEGE	ADDRESS	WEBSITE
Pepperdine University	24255 Pacific Coast Highway Malibu, CA 90263	www.pepperdine.edu
Platt College	6250 El Cajon Boulevard San Diego, CA 92115-3919	www.platt.edu
Rio Hondo College	3600 Workman Mill Road Whittier, CA 90601	www.riohondo.edu
Riverside Community College	4800 Magnolia Avenue Riverside, CA 92506-1299	www.rcc.edu
San Bernardino Valley College	701 South Mt. Vernon Avenue San Bernardino, CA 92410	www.valleycollege.edu
San Diego City College	1313 Park Boulevard San Diego, CA 92101	www.sdcity.edu
San Diego Mesa College	7250 Mesa College Drive San Diego, CA 92111	www.sdmesa.edu
San Diego Miramar College	10440 Black Mountain Road San Diego, CA 92126	www.sdmiramar.edu
San Diego State University	5500 Campanile Drive San Diego, CA 92182	www.sdsu.edu
San Jose State University	One Washington Square San José, CA 95192	www.sjsu.edu
Santa Ana College	1530 West 17th Street Santa Ana, CA 92706	www.sac.edu
Santa Monica College	1900 Pico Blvd. Santa Monica, CA 90405	www.smc.edu
University of California, Irvine	260 Aldrich Hall Irvine, CA 92697	www.uci.edu
University of California, Los Angeles	405 Hilgard Avenue Box 951361 Los Angeles, CA 90095-1361	www.ucla.edu
University of California, Riverside	900 University Avenue Riverside, CA 92521	www.ucr.edu
University of California, San Diego	9500 Gilman Drive La Jolla, CA 92093	www.ucsd.edu
University of California, Santa Barbara	Santa Barbara, CA 93106	www.ucsb.edu
University of LaVerne	1950 Third Street La Verne, CA 91750	www.laverne.edu
University of Redlands	1200 East Colton Avenue P.O. Box 3080 Redlands, CA 92373-0999	www.redlands.edu
University of San Diego	5998 Alcalá Park San Diego, CA 92110-2492	www.sandiego.edu
University of Southern California	University Park Campus Los Angeles, CA 90089	www.usc.edu
Ventura College	4667 Telegraph Road Ventura, CA 93003	www.venturacollege.edu
Victor Valley Community College	18422 Bear Valley Road Victorville, CA 92392-5849	www.vvc.edu
West Los Angeles College	9000 Overland Avenue Culver City, CA 90230	www.wlac.edu

List of Local Technical Schools

SCHOOL	ADDRESS	WEBSITE
DeVry Institutes-Long Beach	3880 Kilroy Airport Way Long Beach, CA 90806	www.lb.devry.edu
DeVry Institutes-Pomona	901 Corporate Center Drive Pomona, CA 91768	www.pom.devry.edu
ITT Technical Institute-San Dimas	650 West Cienega Avenue San Dimas CA. 91773	www.itttech.edu
ITT Technical Institute-San Bernardino	670 East Carnegie Drive San Bernardino, CA 92408	www.itttech.edu
ITT Technical Institute-(San Diego) Vista	440 South Melrose Drive Suite 100 Vista, CA 92081	www.itttech.edu
ITT Technical Institute-Sylmar	12669 Encinitas Ave Sylmar, CA 91342	www.itttech.edu
ITT Technical Institute-Torrance	2555 W. 190 th Street Suite 125 Torrance, CA 90504	www.itttech.edu
ITT Technical Institute-Corona	4160 Temescal Canyon Rd. Suite 100 Corona, CA 92883	www.itttech.edu